

Why does the HR position need to be an assistant superintendent? Will the person filling that role be required to have the appropriate educator certification to be an assistant superintendent? If so, why can't this be a Director of HR role that could be filled by an experienced HR professional instead of an educator with an 092?

This is a good question; we invested significant effort to find the best solution for the problems we are attempting to solve. We evaluated other district structures, we considered outsourcing or hiring an HR specialist, and/or combining the HR function with the Assistant Superintendent Role (some districts which have an Assist. Super. also have an HR Specialist as well.) While weighing in the pros and cons of every scenario, what the research data and feedback from the past three Superintendent's told us was that we need an HR Director and an Assistant Superintendent, so we decided to combine the two roles into one role for efficiency reasons. There are many Assistant Superintendent candidates which can perform this role. Supporting data has been presented in a separate post on our Facebook page.

This last year we experienced the unexpected resignation of Superintendent, Dr. Hageman, and worked with a very experienced Interim Superintendent, Dr. Paddyfote, and hired Superintendent Jeff Wihbey who came with his own years of experience as a Superintendent. The feedback from these three Superintendents, and from our own analysis, has been consistent - we are paying a lot of money for a Superintendent leader who, because they do not have the right organizational structure, is spending a lot of time on work that should be done by other, lower paid positions, and not doing the critical work of leading the district to the next level of student achievement and community engagement.

By combining these two roles, we are allowing each person in the District to do their job more efficiently. By requiring an HR background, we will have leadership and accountability in human resources with labor relations, recruitment and retention prioritized. But the certification and experience needed to be an Assistant Superintendent brings the system and student analysis together, and allows for talent development, coaching, mentoring of employees. Our certified Assistant Superintendent can fulfill a multitude of HR functions now handled by the Superintendent (Personnel issues, contract or other grievances, parental issues related to personnel, etc.) And finally, should a principal or administrator be out for an extended period of time there would now be coverage.

The decision to require the certification instead of just hiring a Director of HR allows for flexibility to cover all the needs of the district and fill in the gaps that we have experienced in the last few years.

It "feels like the district is too 'top heavy'" - why not invest the money closer to students.

There are 361 employees and 1,812 students in RSD17. Here is how it is managed from the top, showing that only four of these positions are not involved inside our classrooms day-to-day. We've identified the certified staff (teachers) that are supported by each Principal, however, they manage an entire school of educators and support staff in addition to the teachers.

BES - 1 Principal, 306 students, 34 certified staff
KES - 1 Principal, 268 students, 29 certified staff
HKIS - 1 Principal, 277 students, 35 certified staff

HKMS- 1 Principal, 392 students, 47 certified staff

HKHS- 1 Principal, 1 Assistant Principal, 548 students, 68 certified staff

2 Curriculum Coordinators- Analyzing, Developing and Adapting student learning for 1,812 students

1 Director of Student Services

1 Director of Fiscal Operations

1 Director of Technology, Transportation, Operations

1 Director of Food Services

1 Superintendent

A look at neighboring towns shows that all other districts of this size and with this many employees have an Assistant Superintendent or Director of Human Resources:

District/ Number of Students '20-'21 /Is there either an Assistant Superintendent or Director of HR?

Westbrook - 661 students - NO

East Haddam- 956 students - NO

Old Saybrook- 1052 Students - NO

Region 18 - 1285 Students- NO

Region 13 - 1442 students - YES

Region 4 - 1475 students - YES

Clinton - 1557 students - YES

RSD17 - 1865 students - NO

Stonington - 1956 students - YES

Cromwell - 2038 students - YES

Colchester- 2211 students - YES

Madison - 2478 students - YES